

Transport  
for NSW

# Design Excellence Strategy for the Central Precinct

July 2022



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**VERSION**

**AMENDMENT NOTES**

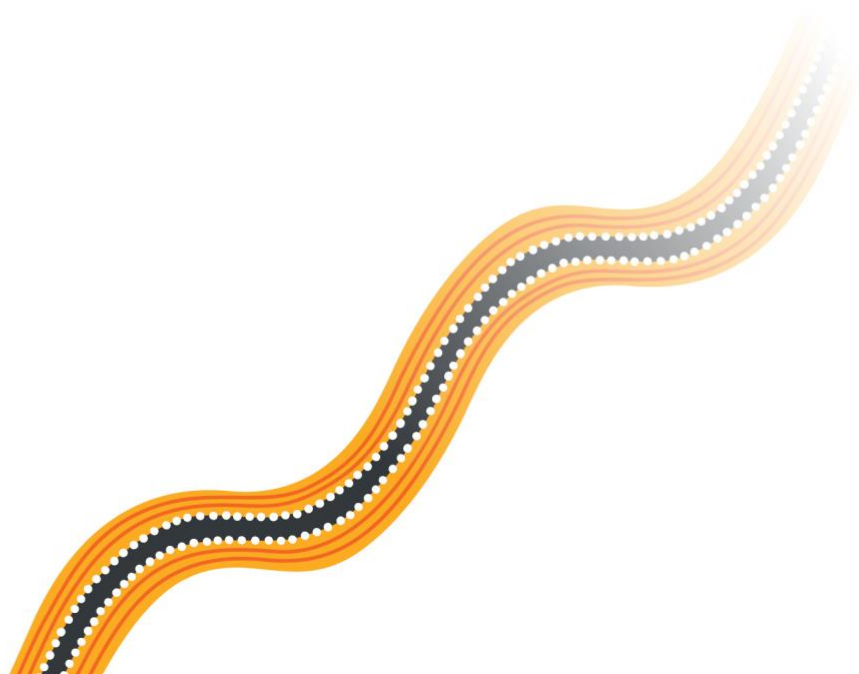
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0.1	Final for CPRP Public Exhibition
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# Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the Central Precinct, the Gadigal and recognise the important of the place to Aboriginal people and their continuing connection to Country and culture. We pay our respect to Elders past, present and emerging.



## 1 Introduction

Transport for NSW (TfNSW) has submitted a State Significant Planning Study for the Central State Significant Precinct (SSP), prepared per the 'Study Requirements – Central Station State Significant Precinct'.

*"Public Domain, Place and Urban Design – 1.7 Prepare a Design Excellence Strategy for the precinct."*

This report has been prepared to meet this requirement for submission to the Department of Planning and Environment (DPE) as the relevant planning authority.

This Design Excellence Strategy outlines the series of processes under consideration by TfNSW to support design quality in the design, delivery, and development of the Central Precinct Renewal Program (CPRP). Further, this report provides the context and basis of the requirements described in the Draft Design Guide, Central Precinct State Significant Precinct (Section 10.0 - Design Excellence).

The complexities associated with creating a new central business district precinct adjacent to and over an active rail corridor require the preparation of a bespoke Design Excellence Strategy that is specifically tailored to meet the needs of the Precinct, as shown in Figure 1.

This Design Excellence Strategy recognises the critical importance of design excellence in delivering a high-quality outcome for the Central Precinct that meets community needs and expectations. It has been prepared to take into consideration existing Design Excellence policies prepared by the Government Architect NSW and the City of Sydney.

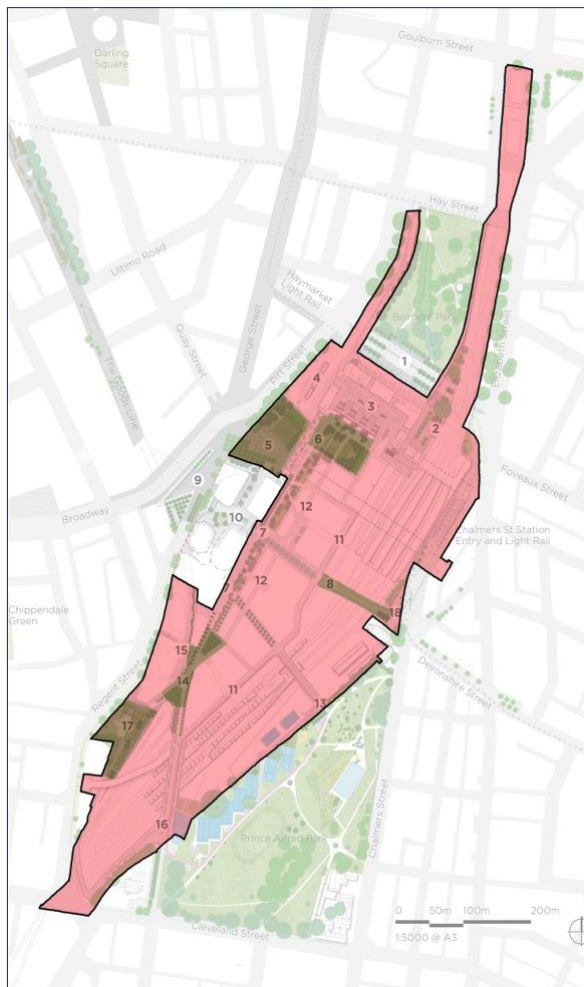


Figure 1: Design Excellence Strategy Application Area - [MASTERPLAN JULY 2022]

## 2 Vision

The vision for the Central Precinct is as follows:

*Central Precinct is a vibrant and exciting place that unites a world-class transport interchange with innovative businesses and high-quality public spaces that foster collaboration. It will connect the city at its boundaries, celebrate its heritage values and become a centre for the jobs of the future and economic growth.*

## 3 Objectives

### 3.1 Project Objectives

Unlocking 24 hectares of Government-owned land at the Central Precinct will drive the success of Tech Central and support the vision for a 24- hour economy. The objectives for the project are to:

- + to reinforce Central Station's civic and transport role as the principal transport interchange in Sydney, meeting the needs of local, regional, and international travellers
- + to support opportunities for an intensity of land uses commensurate with Central Precinct's role as a focal point of Sydney's innovation and technology community
- + to encourage the economic growth of Central Sydney and the Eastern City District by providing for development at densities that allow for creation of the jobs in innovation and technology
- + to conserve the architectural and cultural heritage of Central Precinct, including the State-heritage listed Central Railway Station Sydney Terminal Group
- + to revitalise the Central Precinct with new and enhanced public open spaces
- + to deliver a socially and environmentally sustainable precinct
- + to recognise the importance of Country to Aboriginal people and to incorporate local Aboriginal knowledge, culture, and tradition into development.

### 3.2 Design Excellence Objectives

There are nineteen primary objectives guiding design excellence for the Central Precinct Renewal Program. These objectives are aligned with the Government Architect NSW (GANSW) Design Excellence objectives framed in the Design Excellence Competition Guidelines (DRAFT dated May 2018 or as amended) (GANSW Guidelines). They are:

- a. To establish a collaborative process that ensures development demonstrates design excellence in architectural, urban and landscape design having regard to:
  - i. the strategic intent for Central Precinct as a job, innovation, and technology hub
  - ii. its location in Central Sydney
  - iii. Connecting with Country
  - iv. heritage
  - v. public domain
  - vi. streetscape
  - vii. built form scale and massing
  - viii. sustainability (social, environmental, and economic).
- b. Establish a coordinated approach to the implementation of competitive design processes across the Precinct.
- c. Encourage First Nations involvement throughout the design excellence process.
- d. Deliver building design and landscape outcomes as an expression of Connecting with Country, and ensure Connecting with Country is a key consideration within the competitive design process and is carried through to implementation
- e. Ensure indigenous and non-indigenous heritage is a key consideration in the competitive design process.
- f. Ensure social and environmental sustainability initiatives and ecologically sustainable development targets are defined and developed through the competitive design process, detailed design development and construction phases through to the completion of the project.

- g. Delivers design diversity across the precinct in an aesthetically appealing, innovative, participatory, and improved experience.
- h. Encourage community participation in the design process.
- i. Raise the profile and importance of design.
- j. Provide regional, national, and global awareness of the Central Precinct Renewal Program.
- k. Recognise the inherent complexity of creating a mixed-use precinct over and adjacent to an active rail corridor and the resulting need for a deep level of coordination between project stages, buildings and the public domain.
- l. Establish a design excellence culture throughout the development and delivery team and embed this culture into the future project governance frameworks.
- m. Recognising the importance of Central sitting at the heart of the NSW and Sydney Metropolitan transport network and the need for the NSW government to guide the renewal over the long term. undertaken by TfNSW with a development partner. (TfNSW will not be selling individual development parcels).
- n. Establish a platform for design diversity within the constraints of developing adjacent to and over an active rail corridor.
- o. Ensure that the competitive design processes work within the framework of this Design Excellence Strategy.
- p. Confirm the particulars in relation to the types of competitive design process across the Precinct, participation within these processes, and how participants will be selected.
- q. Establish the process for the selection of Juries and/or Panels.
- r. Set out the approach for preparing Competition Briefs that ensure:
  - The relevant design excellence requirements are balanced with TfNSW and proponent's objectives.
  - The achievement of design and architectural diversity.
  - Procedural fairness for competitors.
- s. Ensure that design integrity is continued in the subsequent detailed development proposal through to the construction phase and completion of the project.

#### 4 Strategic Context

Good design is government policy. TfNSW is committed to achieving design excellence through a process that encourages good design. Any future design process for the Central Precinct will therefore be required to ensure that it:

- + Integrates Design with Country.
- + Fulfils the CPRP project objectives.
- + Reinforces the role of Central Station as the primary transport interchange in NSW; and
- + Implements the GANSW Better Placed framework:
  - Better Fit
  - Better Performance
  - Better for Community
  - Better for People
  - Better working
  - Better Value
  - Better Look and Feel

This Design Excellence Strategy applies to the Central Precinct Renewal Program to support holistic delivery aligned with the visions and objectives for creating a place of growth and opportunity.

This Design Excellence Strategy draws from the following policies and guidelines:

- + Design Excellence Competition Guidelines (DRAFT dated May 2018), GANSW.

- + NSW State Design Review Panel – Terms of Reference (v5.2021), GANSW.
- + Better Placed – An integrated design policy for the built environment, GANSW.
- + Better Methods – Evaluating Good Design – Implementing Better Placed design objectives into projects (Issue No.1 – 2018), GANSW.
- + Designing with Country (dated March 2020), GANSW; and
- + Competitive Design Policy (dated December 2020), City of Sydney.

In addition to the policies and guidelines above, Design Excellence for the CPRP is also required to consider the following strategic documents:

- + Greater Sydney Region Plan, Greater Sydney Commission, 2018.
- + Eastern City District Plan, Greater Sydney Commission, 2018.
- + Future Transport 2056, Transport for NSW, 2017.
- + Central Precinct Strategic Framework, Transport for NSW, 2021.
- + NSW Innovation Precincts, Lessons from International Experience, NSW Innovation and Productivity Council, 2018.
- + Camperdown – Ultimo Place Strategy, Greater Sydney Commission, 2019.
- + Design Guide – Western Gateway Sub-Precinct, Transport for NSW, 2021.

## 5 Commitment to Design Excellence

This Design Excellence Strategy is part of TfNSW's ongoing commitment to promoting design excellence for transformational public sector projects by developing a structured evaluation process that will support robust, independent, and objective design consideration. The approach described in this Strategy demonstrates a commitment to the vision of the Central Precinct being a place of growth, change and remarkable opportunity. It supports the strategy for delivering the CPRP with design quality throughout every project stage.

Design Excellence is a term that exists in statutory planning documents, most notably Local Environment Plans (LEPs) and State Environmental Planning Policies (SEPPs). It describes a variety of requirements intended to lift design quality. Design Excellence refers to the design quality of a building or project. It describes an expectation that a project will achieve a level of design quality that is above and beyond the usual. It also represents a variety of requirements and processes that are intended to support this.

*"The description of Design Excellence is broadly consistent across planning legislation where it is often summarized as 'the highest standard of architectural, urban and landscape design.' Design Excellence descriptions vary in detail but include references to context, accessibility, public domain, streetscape, massing, and sustainability." GANSW (2018)*

The project must consider ways to maximise the public value of the infrastructure investment and meet NSW Government guidelines that require all agencies to demonstrate value for money through procurement and the high priority placed on high-quality design. The scale and staging of the CPRP is such that it requires design excellence measures to be embedded throughout the design and procurement processes to ensure the delivery of a high-quality outcome for Sydney and New South Wales. This Strategy has been prepared to facilitate the design excellence outcomes sought by the government and expected by the community and stakeholders through implementation of a design review process and framework that responds to the complexity of the project's delivery task.

### 5.1 The case for a bespoke Design Excellence Strategy

This Design Excellence Strategy is founded on both the GANSW and City of Sydney (CoS) design excellence policies and seeks to build upon these policies to create a bespoke design excellence framework that meets the needs of a precinct scale renewal project.

The development of 24 hectares of rail infrastructure in an active and growing transport interchange requires a level of institutional knowledge, coordination, and compliance beyond what is typically required anywhere else in the City of Sydney.

The underlying asset of the deck and rail infrastructure is critical for the ongoing rail operations and projected passenger growth at Central Station.

Recognising these challenges, this Design Excellence Strategy provides for competitive design opportunities at a range of scales, from larger area masterplans to key buildings and places. The exact final form of competitions will need to be developed over time, in partnership with GANSW and DPE, reflecting TfNSW commitment to Design Excellence across the precinct.

The City of Sydney Competitive Design Policy (2020) is a key document that has informed this strategy, and it is recognised that the CoS competitive design excellence process has produced many high-quality buildings and places across the City of Sydney LGA. Whilst this is the case, the policy is focused on the delivery of individual development sites and was not developed with the intention of facilitating larger-scale precincts. Central Precinct requires a more coordinated and considered approach that appropriately responds to the scale, diversity, development complexity and governance that will be required to last for the duration of the Precinct's renewal.

With that in mind, the Design Excellence Strategy set out in Section 6.0 and the proposed governance framework described in section 7.0 goes beyond the scope and requirements of typical individual development sites within the City of Sydney. The proposed governance is aimed at ensuring the coordination, continuity, design diversity, independent design review and integration of design excellence across the entirety of the Central Precinct.



## 6 Design Excellence Strategy

### 6.1 Design Excellence Framework

This Design Excellence Strategy establishes the framework and processes for how design excellence will be achieved within the Central Precinct, and in doing so ensure that Transport for NSW's achieves its commitment to and deliver design excellence and realise the vision for Central Precinct.

This Design Excellence Strategy is to be read in conjunction with Draft Design Guide for the Central Precinct, and has been prepared taking into consideration key design documents used to inform the proposed planning framework for the Precinct, including:

- + Place Strategy (Architectus + Tyrrell Studio)
- + Urban Design Framework (Architectus + Tyrrell Studio)
- + Public Domain Strategy (Architectus + Tyrrell Studio)

In addition, other documents of relevance to the implementation of a high-quality design response include:

- + Connecting with Country Framework (Balarinji)
- + Heritage through:
  - Aboriginal Cultural Heritage
  - Conservation Management Plan (Artefact)
  - Central Precinct Heritage Framework (TZG)
  - Heritage Interpretation Strategy
- + Public Art Strategy (cultural capital)
- + Sustainability Strategy (Integral Group & Atelier 10)
- + Wind (Laminar2 & Mel Consultants)

### 6.2 Design Competitions

Given the scale and complexity of Central Precinct, design competitions will be separated into three different types of competitions, these being:

1. **Masterplan Competitions** – these competitions relate to larger-scale areas within Central Precinct that may involve multiple buildings and/or sub-precincts. These competitions will be focused precinct scale design matters such as the spatial configuration of buildings, the location of through-site links, overall building form and mass.
2. **Key Building Design Competitions** – these competitions are defined for buildings that have a significant impact due to the building location, scale, function, or proximity to significant heritage structures.
3. **Key Place Design Competitions** – these competitions are for parks, plazas, and other spaces in the public realm, which will evolve to become important places within the precinct and the city.

The combination of these competitions will ensure that all areas within Central Precinct will be the subject of at least one of the design competition processes outlined within this Design Excellence Strategy. These competitions are discussed in further detail below.

Specific design competition locations, briefs, scope, and governance will be ratified and endorsed with the Government Architect NSW and DPE prior to any Competitive Design Process being carried out. Many influences will guide the rationale for competitions, including the following site or building characteristics:

- + Visibility and visual prominence
- + Building or place scale
- + Heritage interface
- + Civic and cultural importance
- + City making role
- + Construction staging and building methodology

Design competition inclusions will vary depending upon the competition type. Specific inclusions will be agreed upon with GANSW and DPE prior to the preparation of any competition brief.

### 6.2.1 Masterplan Competitions

Masterplan Competitions are aimed at providing the opportunity to create a dynamic and coordinated city precinct. They will focus on ensuring that all buildings and places are subject to design excellence without requiring numerous potentially uncoordinated and conflicting individual competitions. This approach is a key element required to deliver the project and design excellence objectives outlined in sections 3.2 and 5.1 of this strategy.

A masterplan design competition will be required for the indicative precinct areas (Figure 2) and described in Table 1. Any modification to Masterplan Competition areas will require DPE endorsement.

All areas of the public domain will be the subject of a design competition, either as part of the Masterplan Competition or as a place competition. This is to reinforce high-profile spaces, and diversity in the character of the public domain forms as part of the Design Excellence process.

The two primary Masterplan Competition areas are illustrated in Figure 2 below, and have been determined taking into consideration the following:

- + Development staging and the potential elapsed time between delivering the two portions of the over station deck.
- + Ensuring the important Devonshire Street link is wholly contained within a single Masterplan Competition area.
- + Ensuring that competition areas are focused on delivering key areas of public open space.
- + The need to encourage public domain and built-form diversity across the Precinct.

The areas not included are all subject to specific design competitions, which can more directly raise the profile of these locations. This includes the Goulburn Street site and the Devonshire Street Bridge.

Masterplan Competitions are to be carried out in accordance with the GANSW Guidelines.

Masterplan Competitions are to include any adjacent open space and forms the basis for any subsequent Concept Development approvals should they be required, including detailed envelope massing, laneways, entries, and building character coordinated with the surrounding Public Domain.

Selected building design competition locations will be determined during the masterplan competition. However, individual building design competitions will not be required for buildings within the masterplan area, except in the following circumstances:

- + Where a 'Key Building' site/tower is located within a masterplan area as defined by the winning masterplan (see Figure 3 for an example of where 'Key Building' sites could be located and how many are anticipated).
- + Significant cultural building valued at more the \$30 million.
- + A 'Key Place' is located within the masterplan area as defined by the winning masterplan (see Figure 4 and Table 3).

Masterplan Competitions can be run using the options recommended by the GANSW in the *Design Excellence Competition Guidelines [DRAFT]* (dated May 2018).

**Table 1 - Masterplan Competitions**

BLOCK NUMBER	DESCRIPTION	RECOMMENDED COMPETITION TYPE	RECOMMENDED COMPETITION PARTICIPATION FOCUS
A	The northern section of the precinct and incorporates buildings A1-A6 and B1-B4. This masterplan area also includes Central Green, Central Avenue north, and Central Square. Note: This area also includes indicative follow-on competitions for buildings A1, A4, A6 and B3.	A or B	Established local and global firms/consortium
B	The southern section of the precinct incorporates buildings C1-C5, D1-D2 and Mortuary Station. Note: This area includes indicative follow-up competitions for buildings C3, D1 and D2.	A or B	Established local and global firms/consortium

### Design Diversity within Masterplan Competitions

Design diversity is required for buildings to be further designed within a Masterplan Competition area, including towers, podiums, low-rise buildings, pavilions, and other structures in the public realm. To achieve this diversity, the Masterplan

Competition is to recommend a detailed design delivery approach for the built form. At a minimum, the following requirements are to be demonstrated:

- + Design participation by at least four design firms for buildings within the masterplan area.
- + Diverse design practices are encouraged, with at least one design practice owned by a First Nations practitioner.
- + Diverse design practices are encouraged with at least one design practice that is less than five years old.
- + Diverse design practices are encouraged, with at least one design practice owned by an under 35-year-old practitioner.
- + Diverse design practices are encouraged with at least one design practice led by a firm with a majority female ownership with direct female leadership and design participation.
- + Emerging Architect: Refers to a practice in the early stages of establishment or one that, whilst well established and with a reputation for design excellence in different, smaller or less complex project types, is yet to undertake or is just beginning to undertake work of a larger or more complex type.
- + Any single firm can only satisfy two of the above diversity criteria.

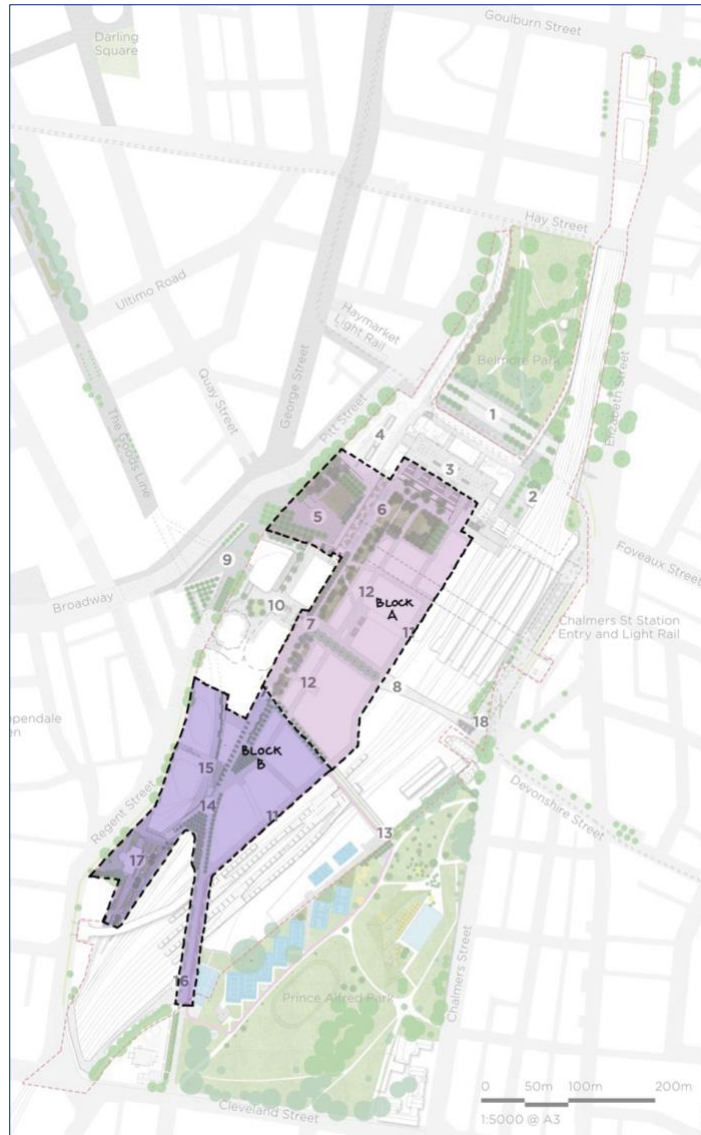


Figure 2: Masterplan Competition locations

### 6.2.2 Key Building Design Competitions

Key Buildings that are required to be the subject of a Key Building Design Competitions are shown in Figure 3 and described in Table 2. Other buildings may also be identified as part of the prior Masterplan Competition as being required to undertake a subsequent Key Building Design Competition. Decisions on this will be made in consultation with GANSW and DPE, taking into consideration the following:

- + Proximity and relationship with heritage buildings
- + Scale and impact of the building
- + A building that will be important in defining the identity and character of the Precinct
- + A Significant cultural building valued at more the \$30 million

The Key Building Design Competitions are to be run in accordance with the GANSW Guidelines or alternatively the City of Sydney Council's Competitive Design Policy (dated December 2020).

**Table 2 - Key Building Competitions**

<b>BUILDING NUMBER</b>	<b>DESCRIPTION</b>	<b>RECOMMENDED COMPETITION TYPE</b>	<b>RECOMMENDED COMPETITION PARTICIPATION FOCUS</b>
A1	Tower facing onto the Central Green. A high-profile signature building design is required.	B or C	Established local and global firms/consortium
A4	Low-rise building located at a prominent junction between Central Green and Central Avenue.	A, B or C	Emerging / Diversity firm
A6	Low-rise building located at a prominent junction between Devonshire Street link and Central Avenue.	A, B or C	Emerging / Diversity firm
B3	Low-rise building located at a prominent junction between Central Avenue and Devonshire Street	A, B or C	Emerging / Diversity firm
C3	A gateway tower at the southern end of the precinct in a highly visible and prominent civic location. Further, this building will be an important part of the rail arrival experience.	B or C	Established local and global firms/consortium
D1 & D2	Important location on the eastern side of the precinct	A or B	Established local and global firms/consortium
E1	Prince Alfred Sidings Building with an important edge along Prince Alfred Park presents the opportunity to create a dynamic signature building.	B or C	Open opportunity
F1	City block flanked by Goulburn, Elizabeth, and Castlereagh Streets	A or B	Established local and global firms/consortium

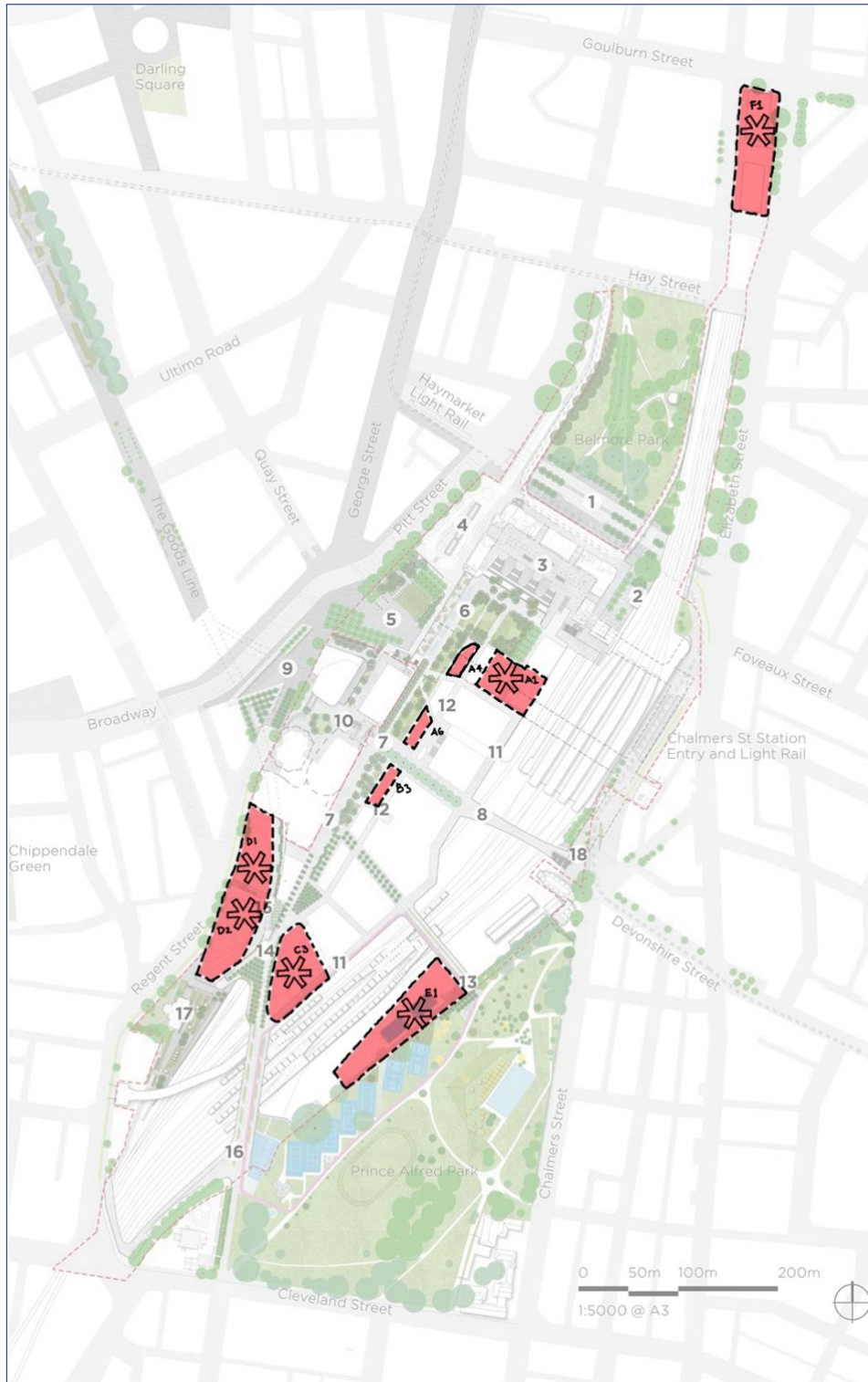


Figure 3: Key Building Locations - [MASTERPLAN JULY 2022]

### 6.2.3 Key Place Design Competitions

Key Places that are required to be the subject of a Place Design Competitions are shown in Figure 4 and described in Table 3 below. Other Places may also be identified as part of the prior Masterplan Competition as being required to undertake a subsequent Key Place Design Competition. Decisions on this will be made in consultation with GANSW and DPE, taking into consideration the following:

- + Proximity and relationship with heritage buildings
- + Scale and impact of the place
- + A place that will be important in defining the identity and character of the Precinct

The importance of some places within the Central Precinct Renewal Program is beyond the precinct scale and needs to be considered in a citywide context. The Central Square location also requires cooperation with the City of Sydney and thus warrants a higher level of coordinated design investigation.

Key Place Design Competitions are to be run in accordance with the GANSW Guidelines or alternatively the City of Sydney Council's Competitive Design Policy (dated December 2020).

**Table 3 - Key Place Competitions**

<b>LOCATION NUMBER</b>	<b>DESCRIPTION</b>	<b>RECOMMENDED COMPETITION TYPE</b>	<b>RECOMMENDED COMPETITION PARTICIPATION FOCUS</b>
P1	Central Square (Coordinated with the City of Sydney)	A, B or C	Established local and global firms/consortium
P2	Mortuary Station Park	A, B or C	Emerging firm
P3	Devonshire Street Bridge	B or C	Open opportunity
P4	RL21 Link	B or C	Open opportunity
P5	Central Green	A, B or C	Established local and global firms/consortium
P6	Southern Hub	B or C	Emerging firm

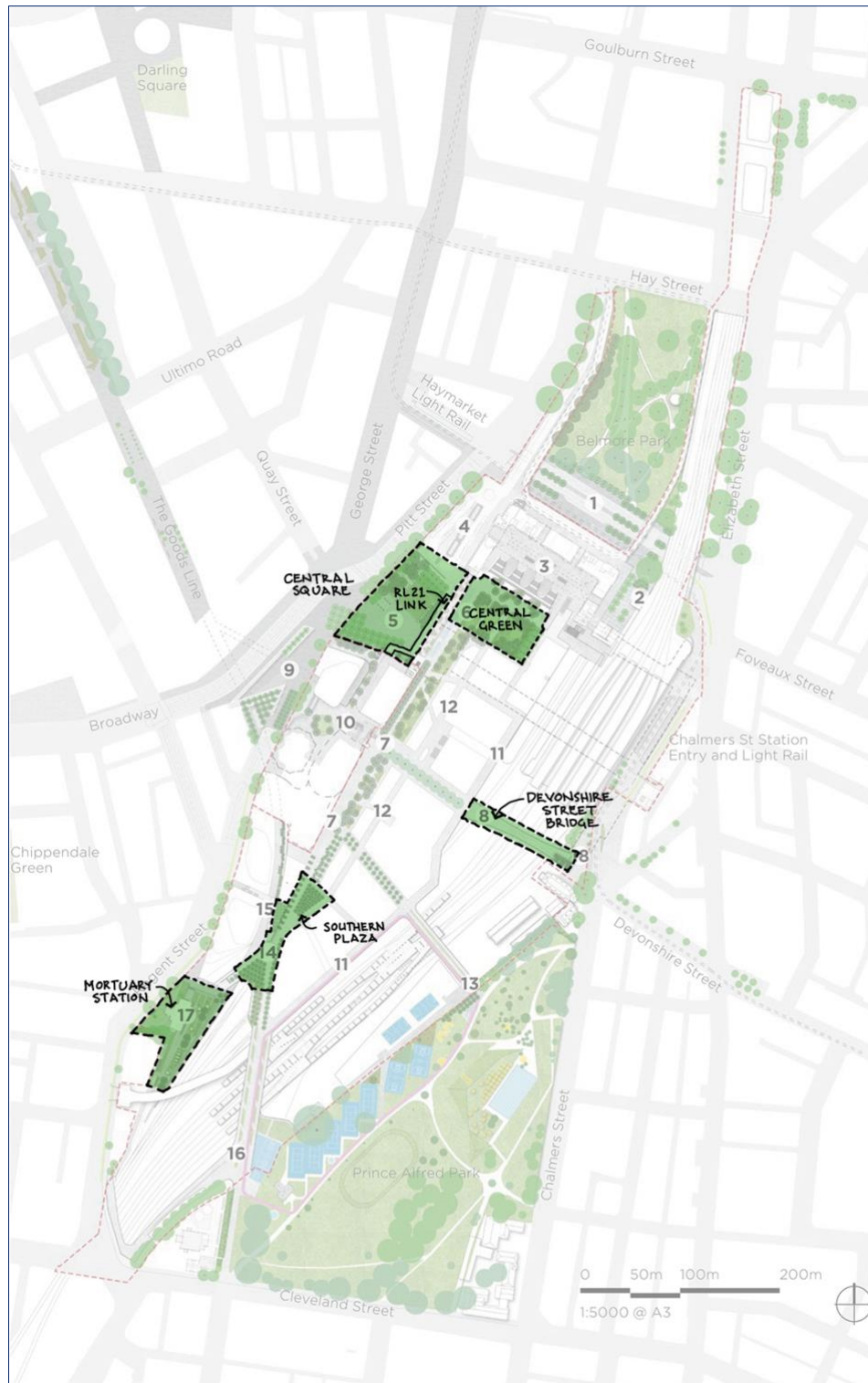


Figure 4: Key Place Competition Areas - [MASTERPLAN JULY 2022]

6.2.4 Competition Summary

The following plan indicates the proposed combined competition areas, including:

- + Masterplan Competitions
- + Key Buildings Competitions
- + Places Competitions

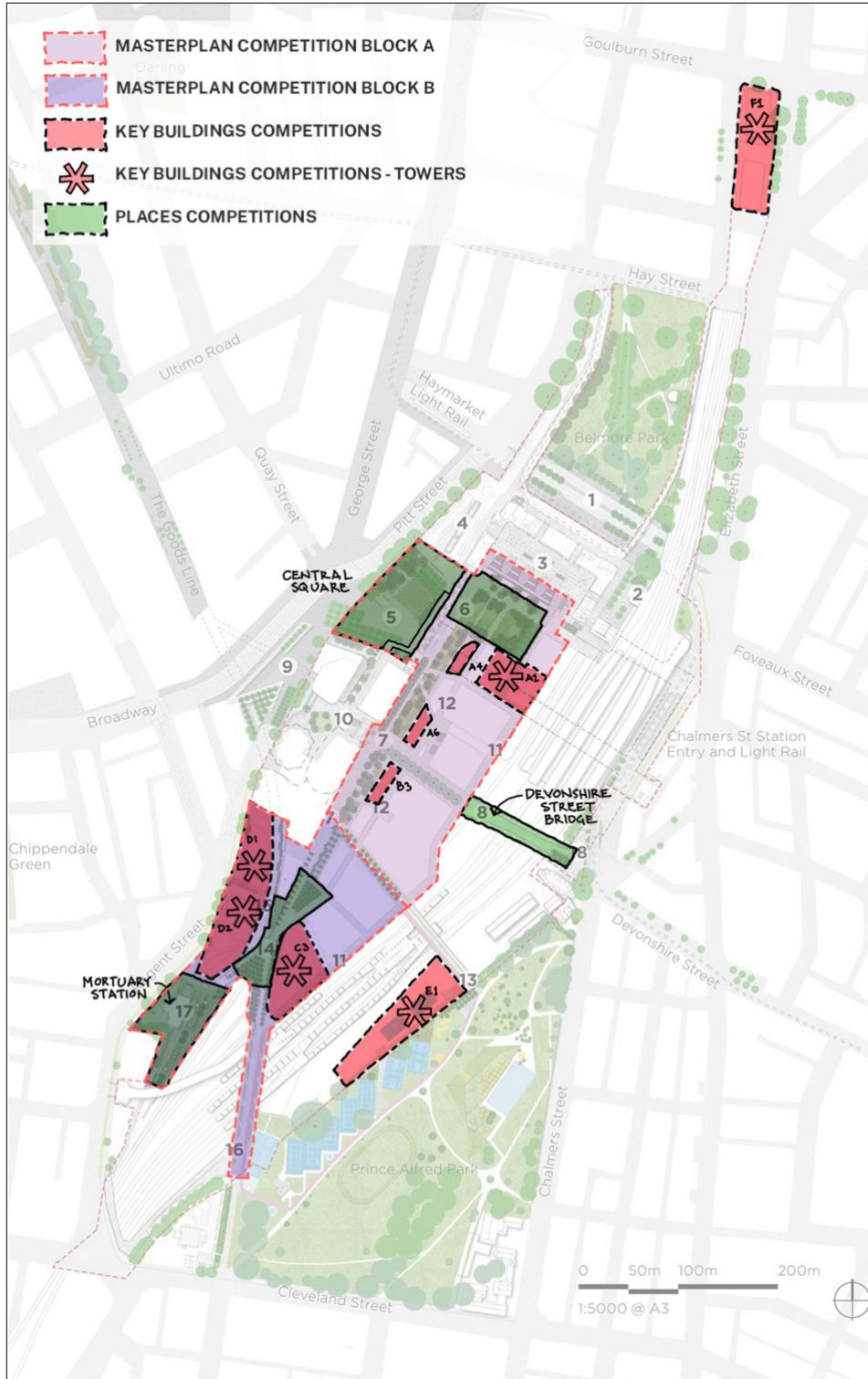


Figure 5: Summary Competition Areas - [MASTERPLAN JULY 2022]



### 6.3 Competition Types

The GANSW has outlined various competition types used in the *Design Excellence Competition Guidelines [DRAFT]* (dated May 2018). When deciding on the appropriate design excellence methodology, all competition types should be considered when the design brief and development program has been established. Tables 1, 2, 3 and 4 provide an initial recommendation of the kind of competition for each key building, place, or master plan. The GANSW will be advised if there will be a change from this recommendation before issuing the competition brief.

The following is a summary of the competition types recommended in the *Design Excellence Competition Guidelines [DRAFT]* (dated May 2018)

#### **Type A - Invited single-stage Design Excellence Competition**

- + 3-5 practices/consortiums are directly invited.
- + The development pays all entrants.
- + A jury assesses the competition entries and provides a recommended winning design.

#### **Type B - Invited by an expression of interest Design Excellence Competition**

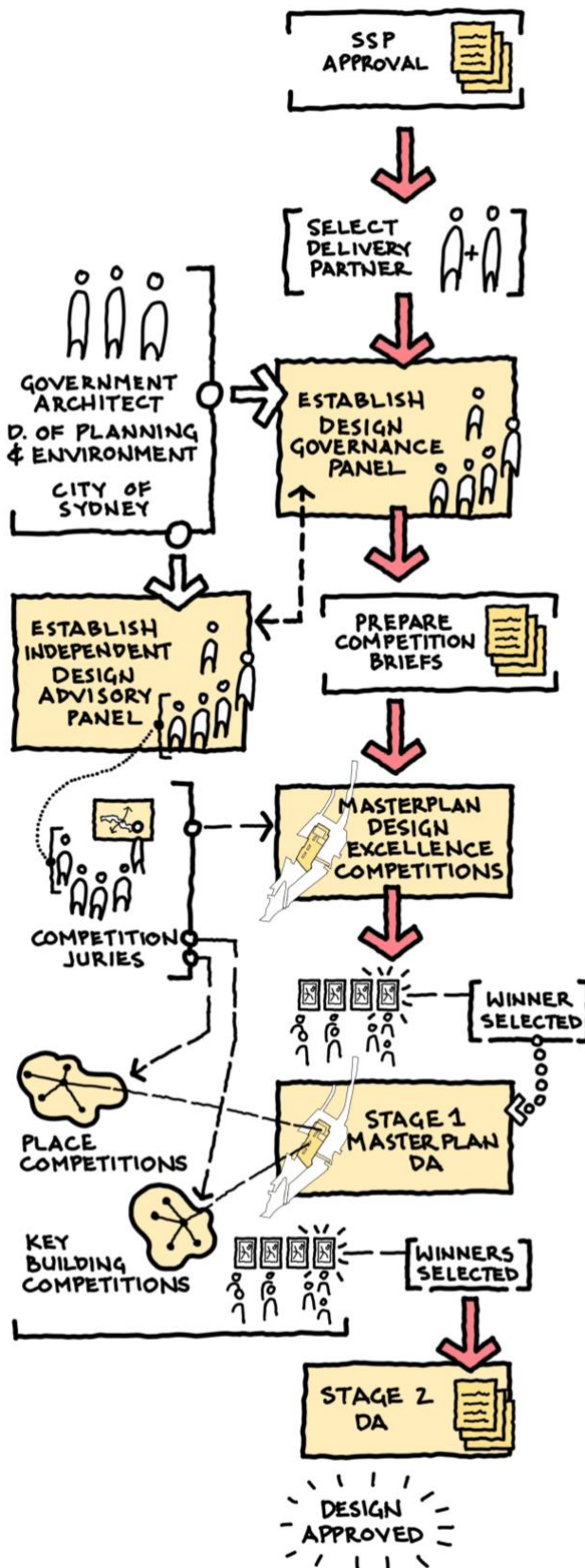
- + Two-stage process.
- + Any qualified entry can apply – applications only describe capability/experience, capacity, and project appreciation.
- + A shortlist of 3-5 practices/consortiums are selected for the stage 2 design preparation.
- + The development pays all stage two entrants.
- + A jury assesses the competition entries and provides a recommended winning design.

#### **Type C - Open Design Excellence Competition**

- + Two-stage process.
- + A fully open competition where any practice/consortium can enter.
- + A shortlist of 3-5 practices/consortiums are selected for the stage 2 design preparation.
- + The development pays all stage two entrants.
- + A jury assesses the competition entries and provides a recommended winning design.

Recommended competition types and locations for the Central Precinct Renewal Program can be found in the earlier pages, organised under three primary development typologies:

- + Masterplans
- + Key Buildings
- + Places



The Design Excellence process follows the adjacent flow chart starting with the approval of the SSP.

The next step will be the selection of a private sector delivery partner. TfNSW and the delivery partner, in consultation with GANSW, DPE and the City of Sydney, will establish a Design Governance Panel (see section seven) and a Design Advisory Panel (see section seven) to guide the design excellence process for the precinct.

The next step will be to undertake a Masterplan competition. The winning masterplan will be further refined into a Stage 1 Masterplan Development Application. This will further define the locations for the Key Building and Place Competitions that will follow.

Individual Key Building and Place Competition winning schemes will then be further resolved and lodged as Stage 2 Development Applications.

Figure 6: Design Excellence Process Flow Chart

## 6.4 Competition Governance

Section 7 of this report outlines the proposed design excellence governance established to manage and realise the implementation of this design excellence strategy. This draft governance will be refined and updated prior to the submission of each project development application. Included within the remit of this governance are the following items:

- + Define competition types, locations, and projects.
- + Jury selection criteria.
- + Design integrity process.
- + Competition brief development and approval.
- + Establishing Terms of Reference (TOR) in consultation with GANSW and DPE.
- + Guide the preparation of project-specific Design Excellence Strategies for all competitive processes.

## 6.5 Competition Briefs

Each competition brief is to be prepared by TfNSW in cooperation with the Development Partner. GANSW and endorsed by DPE.

As part of any design competition brief, the following requirements are to be included:

- + Demonstrate how Connecting with Country and site-specific stories of place have been embedded into the design.
- + Demonstrate how the key design themes of the Central Precinct Connecting with Country Framework (Balarinji, 2021) have been embedded into the design.
- + How First Nations' design involvement is integrated into all aspects of the project.
- + A process to allow for co-design opportunities for Aboriginal and Torres Strait Islander community participation where appropriate.
- + Demonstrate how the design responds to the heritage context and character of the site as part of the State Heritage-listed Sydney Terminal and Central Railway Station Group; and
- + Demonstrate how the design responds to amenity, green infrastructure, and sustainability / Design Guide requirements.

## 6.6 Jury Selection

Juries are to be selected for each competition. To encourage diverse views and input, at least 40% of the jury is not to have participated in a competition jury connected to the Central Precinct Renewal Program in the prior two years.

Juries are to have five members and are to be selected in accordance with Part 3.4 of the GANSW Guidelines. The Chair of the jury is a GANSW senior staff member.

Any changes to the above approach is required to be in consultation with the GANSW and is to align with GANSW guidelines.

## 6.7 Competitive Design Alternatives Report

Following completion and award of a competitive design process, the Competition Manager will prepare and submit to DPE a Competitive Design Alternatives Report (where design alternatives have been considered). This report is to be provided prior to the submission of the Stage 2 Development Application associated with the Design Competition. The Competitive Design Alternatives Report shall detail:

- + The competitive design process undertaken, including a copy of the endorsed Competition Brief.
- + The Selection Panel's assessment of the design and merits of each submission.
- + The rationale of the choice of the preferred design and clearly demonstrates how this best exhibit the capability to achieve design excellence and consistency with the approved Design Excellence Strategy.
- + Any further recommended design amendments relevant to the achievement of design excellence. The Report is to be endorsed and signed by all Selection Panel members.

### **6.8 Draft Central Precinct Design Guide**

All proposals for design competitions are required to appropriately respond to objectives and guidance contained in the Central Precinct Design Guide.

### **6.9 Development Bonuses**

No additional floor space or building height bonuses will be awarded for a building demonstrating design excellence within the Central Precinct.

### **6.10 Monitoring**

Performance of the Design Excellence Strategy will be monitored, and annual reporting will be provided to the GANSW and assessment authority.

The design integrity process will be established as part of the overall design excellence governance. On larger key sites, the design jury will continue in a design integrity capacity. On small sites and for masterplan competitions, an alternative design integrity process will be established in partnership with the GANSW.

The proponent commits to undertaking a review and refinement of this Design Excellence Strategy every five years by the Design Governance Panel and Design Advisory Panel (see section seven). Amendments to the strategy are to be prepared in consultation with GANSW.

## 7 Draft Design Excellence Governance

Recognising the inherent complexity, scale, longevity, and site conditions of the Central Precinct Renewal Program, TfNSW will establish a broader design excellence governance framework to deliver the CPRP. This approach will provide the decision support, expert guidance and diverse design input required to guide the competitions outlined in section 6.

The design excellence governance has been structured to ensure the project and design excellence objectives (see section 3) are achieved.

The design excellence governance will be refined over time. However, the following characteristics of the project delivery outline why this design excellence governance approach is proposed:

- + The requirement to include the private sector to further design, build and operate portions of the precinct.
- + The complexity of building within an operating rail environment.
- + The scale of the precinct and the desire to deliver building, place and program diversity.
- + The need to ensure a coordinated approach in managing project briefs and the land use program.
- + Opportunity to deliver an enhanced design outcome through an integrated design process.
- + Provide meaningful and accountable influence for complex and integrated design challenges.
- + Consistency in design responsibility and reinforce a whole of project design culture.
- + Extended duration of construction and staged project completion.
- + Ensure coordination between numerous design competitions.
- + Ensure appropriate design competitions are applied, depending upon the relative significance of different buildings and places.
- + Ensure the project vision and objectives are delivered through the Design Excellence process; and
- + Ensure Design with Country and Heritage are enshrined in the design process.

Alternative Design Excellence approaches will be developed with the input and guidance of the GANSW and the approval authority.

The governance approach will involve the formation of a standing Design Governance Panel (DGP) and an independent Design Advisory Panel (DAP). Similar panels have been successfully utilised on complex multi-stage city-shaping projects.

### 7.1 Design Governance Panel

A Design Governance Panel (DGP) will support the project delivery and provide expert input and guidance in the design excellence process. This panel will consist of a minimum of 5 members with a minimum two-year participation term. The majority of DGP panel members are to be experienced design professionals. The membership is proposed to include, at a minimum, the following:

- + Project team - Government
- + Project team – private sector
- + GANSW representative
- + Design champion
- + Other specialists to be considered

The role of the Design Governance Panel will be to:

- + Provide long term project consistency and design integrity.
- + Review and calibrate the design excellence process over time.
- + Can support lower impact issues of design review beyond the design competition process.
- + Reviews interface design issues.
- + Reports into the project governance and raise the design profile within the project delivery framework.
- + Select competition juries.
- + Monitor jury feedback.
- + Review design development compliance and deviations with jury recommendations; and
- + Review, guide, and input into competition briefs.

The Terms of Reference (TOR) and make-up of the Design Governance Panel will be determined in partnership with the office of the GANSW, TfNSW and the future delivery partner for the Central Precinct Renewal Program. The DGP and supporting TOR

will be established prior to instigating any design competitions and after a delivery partner for the CPRP is selected. The TOR of the DGP will be referred to the sponsoring Minister (or DPE delegate) for final approval.

If a design competition is required prior to the appointment of a delivery partner, then GANSW will apply the standard requirements for design excellence as required for State Significant Development or State Significant Infrastructure.

In addition to the Design Governance Panel, a Design Advisory Panel is to be established to provide expert design guidance and independent review.

## **7.2 Design Advisory Panel**

The Design Advisory Panel's (DAP) role is to provide independent design guidance to the Design Governance Panel and report to DPE and GANSW. The selection of panel members will be by the Design Governance Panel, including representation from the GANSW.

The key characteristics of this panel are:

- + Independent group of 3-5 advisors.
- + Sitting for a minimum term of two years.
- + Line of sight with one advisor participating in each competition jury.
- + Reports to the Design Governance Panel.
- + Selected by the Design Governance Panel and ratified by the GANSW.
- + Advisors come from Architecture, Urban Design, and Landscape Architecture fields.
- + Can be selected from the State Design Review Panel, international and interstate design professionals.
- + Additional specialist input to be obtained in sustainability, heritage, and Design with Country through the Design Governance Panel.

Establishing an independent panel able to become intimately familiar with the challenges, vision, and expectations of the Central Precinct Renewal Program reinforces ongoing and consistent critical design review and coordination between competition juries and the Design Governance Panel.



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